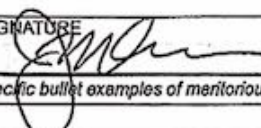


# EXHIBIT B

<b>RECOMMENDATION FOR AWARD</b> For use of this form, see AR 600-8-22; the proponent agency is DCS, G-1.				
175-02				
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.				
1. TO CDR, USASOC FT BRAGG, NC 28310		2. FROM CDR, HHC, 75TH RANGER REGIMENT FORT BENNING, GA 31905		3. DATE (YYYYMMDD)
<b>PART I - SOLDIER DATA</b>				
4. NAME (Last, First, Middle Initial) HENRY, MICHAEL L.		5. RANK LTC		6. SSN 583-67-3500
7. ORGANIZATION HHC, 75TH RANGER REGIMENT FORT BENNING, GA 31905		8. PREVIOUS AWARDS AAM-1, ARCOM-1, JSCM-1, DMSM-1, BSM-1		
9. BRANCH OF SERVICE  Army		10. RECOMMENDED AWARD  MSM		11. PERIOD OF AWARD a. FROM 20120601 b. TO 20130701
12. REASON FOR AWARD				
12a. INDICATE REASON  PCS		12b. INTERIM AWARD IF YES, STATE AWARD GIVEN		12c. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
				13. PROPOSED PRESENTATION DATE (YYYYMMDD) 20130702
<b>PART II - RECOMMENDER DATA</b>				
14. NAME (Last, First, Middle Initial) EWERS, JOSEPH M.		15. ADDRESS HHC, 75th RANGER REGIMENT FORT BENNING, GA 31905		
16. TITLE/POSITION REGIMENTAL EXECUTIVE OFFICER		17. RANK LTC		
18. RELATIONSHIP TO AWARDEE REGIMENTAL EXECUTIVE OFFICER		19. SIGNATURE 		
<b>PART III - JUSTIFICATION AND CITATION DATA</b> (Use specific bullet examples of meritorious acts or service)				
20. ACHIEVEMENTS				
ACHIEVEMENT #1 LTC Henry served with distinction from 1 June 2012 to 1 July 2013, while assigned as the Regimental Signal Officer for the 75th Ranger Regiment. His knowledge of Network Topologies, ANW2C, Bandwidth Utilization, Satellites, FM, UHF, and VHF nets, as well as the operation of other ARSOF platforms were crucial to the mission's success by allowing the Regimental Commander to operate unhindered from anywhere around the globe. He continually set the example with his tireless work ethic, and outstanding leadership skills.				
ACHIEVEMENT #2 As the senior Signal Officer for the 75th Ranger Regiment, LTC Henry's performance has been nothing short of spectacular. His synchronization with government and non-governmental agencies while serving as a Joint Special Operations Task Force J6 (JSOTF) in Afghanistan, set the conditions to meet immediate combat requirements. He was able to build critical external relationships in order to develop new signal architectures that transformed the manner in which the Regiment communicates across the network enterprise.				
ACHIEVEMENT #3 LTC Henry proved instrumental in the conception, research, engineering and implementation the new enroute communication systems that currently reside within the 75th Ranger Regiment. He has been singularly responsible for developing new TTPs enabling high bandwidth data to be transmitted across aircraft formations with reliable redundancy via the ANW2 network. His subject matter expertise was continuously sought by other organizations for use in the Air Force's transportation fleet during real world missions.				
ACHIEVEMENT #4 LTC Henry oversaw the development and advancement of the Common Operational Picture (COP) systems employed in both training and combat. His tireless efforts facilitated clear Situational Awareness (SA) during Forced Entry airfield seizure operations, enabling the display of COP data, with battlefield graphics, from the Joint Task Force Intermediate Staging Base, to the objective airfield, with never seen before conciseness and clarity.				
21. PROPOSED CITATION  FOR EXCEPTIONALLY MERITORIOUS SERVICE WHILE ASSIGNED TO THE REGIMENTAL SIGNAL OFFICER FOR THE 75TH RANGER REGIMENT FROM 1 June 2012 TO 1 July 2013. LTC HENRY'S DEDICATION TO DUTY, TECHNICAL EXPERTISE, AND LEADERSHIP ARE IN KEEPING WITH THE HIGHEST STANDARDS OF THE 75TH RANGER REGIMENT. HIS ACTIONS REFLECT GREAT CREDIT UPON HIMSELF, THE 75TH RANGER REGIMENT, THE UNITED STATES ARMY SPECIAL OPERATIONS COMMAND, AND THE UNITED STATES ARMY.				



DA FORM 67-9, MAR 2006

PREVIOUS EDITIONS ARE OBSOLETE.

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APD PE v6.50ES



NAME HENRY, MICHAEL L		SSN 583-67-3500		PERIOD COVERED 20071207 - 20080509	
<b>PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)</b>					
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION					
<input checked="" type="checkbox"/> <b>OUTSTANDING PERFORMANCE, MUST PROMOTE</b> <input type="checkbox"/> <b>SATISFACTORY PERFORMANCE, PROMOTE</b> <input type="checkbox"/> <b>UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE</b> <input type="checkbox"/> <b>OTHER (Explain)</b>					
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE, REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND PART Vb, DA FORM 67-9-1.					
<p>LTC Henry did an absolutely outstanding job while serving in a difficult duty position of a Joint Special Operations Task Force J6. His leadership and technical expertise proved critical in the management of communication resources and C4ISR support for over 80 successful combat operations, meticulously synchronizing communication nets, and developing C4I Concepts of Operations for the warfighter. Mike displayed unparalleled Program Management skills, conducting a complete re-design of the Task Force JOC, improving the situational awareness for the command. He recognized shortfalls, developed a plan to fix the shortfalls and coordinated for resources to make the major redesign of the communications room and the entire Joint Operations Center. This effort ensured all the Task Force networks were installed and operational with no negative mission impact. Mike proved essential as the Task Force expanded to new Forward Operating Bases, coordinating with Signal Units, 4 battlespace owners and re-allocating his Task Force's equipment ensuring that timely robust communications were available in support of critical combat operations of national significance. LTC Henry is one of the most tactically proficient officers in the command. I only assign the most difficult tasks to him; he consistently delivers results.</p>					
c. COMMENT ON POTENTIAL FOR PROMOTION.					
Promote to Colonel first look. Absolute must for Battalion Command and Senior Service College.					
d. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.					
Leadership and technical expertise during combat operations. Expert on JTF C4I systems. Would best serve in OPCF/25.					
<b>PART VI - INTERMEDIATE RATER</b>					
<b>PART VII - SENIOR RATER</b>					
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE					
<input checked="" type="checkbox"/> <b>BEST QUALIFIED</b> <input type="checkbox"/> <b>FULLY QUALIFIED</b> <input type="checkbox"/> <b>DO NOT PROMOTE</b> <input type="checkbox"/> <b>OTHER (Explain below)</b>					
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)				I currently senior rate <u>1</u> officer(s) in this grade A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in c)	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <div style="border: 1px solid black; padding: 5px; text-align: center;">CENTER OF MASS</div>		c. COMMENT ON PERFORMANCE/POTENTIAL			
RO: LTC HENRY MICHAEL L 583673500  SR: COL KLAUSNER KURT A 348565811  DATE: 2008 07 18  TOTAL RATINGS: 1  RATINGS THIS OFFICER: 1		<p>Incredible performance. LTC Mike Henry established himself in the top 5% of all signal officers who have served as Task Force J6s in the past 24 months. Exceptionally talented soldier, leader and communicator. Through Mike's leadership, the command improved the communications architecture significantly over the past six months. His direction on all network operations functions resulted in improved reliability of C4I enterprise which is vital to the mission success of this Special Operations Task Force. A steady hand when the pressure is on, Mike continues to improve our systems and he mentored a new stable of young officers to carry the fight. Unlimited potential. Select for Battalion Command; he will excel. Promote to Colonel and send to SSC immediately after command.</p>			
d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.					
Battalion Commander, Deputy Brigade Commander, Brigade S3					

DA FORM 67-9, MAR 2006

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APO PE v6.50ES



OFFICER EVALUATION REPORT						FOR OFFICIAL USE ONLY (FOUO)	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.						SEE PRIVACY ACT STATEMENT IN AR 623-3	
PART I - ADMINISTRATIVE DATA							
a. NAME (Last, First, Middle Initial)		b. SSN	c. RANK	d. DATE OF RANK (YYYYMMDD)	e. BRANCH	f. SECURITY CATEGORY / PMS (MO)	
HENRY, MICHAEL L.		583-67-3500	MAJ	20010627	SC	25A	
g. 1. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND				h. 2. STATUS CODE			
JOINT SPEC OPS CMD (JSOC), FT BRAGG, NC 28310 (SOCOM)				RC 04 Change of Duty			
i. PERIOD COVERED		j. RATED MONTHS	k. NONRATED CODES	l. NO. OF ENCL	m. RATED OFFICER'S APO EMAIL ADDRESS (gov or mil)	n. UIC	o. CMD CODE
FROM (YYYYMMDD) THRU (YYYYMMDD)							
20060821 20070102		4			michael.henry15@us.army.mil	W4NYAA	DJ
							p. PSB CODE
							SC01
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the admin data is correct)							
a. NAME OF RATER (Last, First, MI)		SSN	RANK	POSITION	SIGNATURE	DATE (YYYYMMDD)	
GUSTAFSON, TODD W.		332-62-6469	LTC	CHIEF, J6 OPS	Todd W Gustafson	20070105	
b. NAME OF INTERMEDIATE RATER (Last, First, MI)		SSN	RANK	POSITION	SIGNATURE	DATE (YYYYMMDD)	
c. NAME OF SENIOR RATER (Last, First, MI)		SSN	RANK	POSITION	SIGNATURE	DATE (YYYYMMDD)	
KLAUSNER, KURT A.		348-56-5811	Col	DIR C4 SYSTEMS (J6)	Kurt A Klausner	20070105	
SENIOR RATER'S ORGANIZATION			BRANCH	SENIOR RATER TELEPHONE NUMBER	E-MAIL ADDRESS (gov or mil)		
JOINT SPECIAL OPERATIONS COMMAND			USAF	DSN 383-8073	klausnerk@jdi.army.mil		
FORT BRAGG, NORTH CAROLINA 28310-5000			4. The is a referral report, do you wish to make comments?		e. SIGNATURE OF RATED OFFICER		
			<input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No		Michael L Henry 20070105		
PART III - DUTY DESCRIPTION							
a. PRINCIPAL DUTY TITLE COMMUNICATIONS PLANS AND OPERATIONS OFFICER				b. POSITION AOCBR 25A005P00			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1.							
Communications plans officer for a unique CJCS asset that plans and executes missions of the highest priority and sensitivity. Fills selectively manned joint position responsible for planning, coordinating, and directing the execution of air, land, and ship communications for joint special operations, worldwide contingency missions, and exercises. Coordinates with National Agencies, Joint Staff, Unified Commands, USSOCOM and Geographic Combatant Commands to ensure rapid, continuous, and reliable global communications. Develops and publishes communications annexes and signal operating instructions for operations orders and CONPLANs. Deploys as JSOTF J6 Director providing on-site Command and Control Communications and Computers (C4) advice and expertise to the Commanding General and Task Force commanders.							
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)							
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions							
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)							
1. HONOR: Adherence to the Army's publicly declared code of values				5. RESPECT: Promotes dignity, consideration, fairness, & EO			
2. INTEGRITY: Possesses high personal moral standards; honest in word and deed				6. SELFLESS-SERVICE: Places Army priorities before self			
3. COURAGE: Manifests physical and moral bravery				7. DUTY: Fulfills professional, legal, and moral obligations			
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier							
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in Part Vb for all "No" entries.							
b.1. ATTRIBUTES (Select 1)		1. MENTAL Possesses desire, will, initiative, and discipline		2. PHYSICAL Maintains appropriate level of physical fitness and military bearing		3. EMOTIONAL Displays self-control; calm under pressure	
b.2. SKILLS (Competence) (Select 2)		1. CONCEPTUAL Demonstrates sound judgment, critical/creative thinking, moral reasoning		2. INTERPERSONAL Shows skill with people: coaching, teaching, counseling, motivating and empowering		3. TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions	
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving		1. COMMUNICATING Displays good oral, written, and listening skills for individuals / groups		2. DECISION-MAKING Employs sound judgment, logical reasoning and uses resources wisely		3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment	
INFLUENCING Method of reaching goals while operating / improving		4. PLANNING Develops detailed, executable plans that are feasible, acceptable, and suitable		5. EXECUTING Shows tactical proficiency, meets mission standards, and takes care of people/resources		6. ASSESSING Uses after-action and evaluation tools to facilitate consistent improvement	
OPERATING Short-term mission accomplishment		7. DEVELOPING Invests adequate time and effort to develop individual subordinates as leaders		8. BUILDING Spends time and resources improving teams, groups and units; fosters ethical climate		9. LEARNING Seeks self-improvement and organizational growth; envisioning, adapting and leading change	
IMPROVING Long-term improvement in the Army its people and organizations							
c. APFT: PASS		DATE: 20060627		HEIGHT: 70		WEIGHT: 160 YES	
d. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.							
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?							
YES NO X							

DA FORM 67-9, MAR 2006 +

PREVIOUS EDITIONS ARE OBSOLETE.

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NAME HENRY, MICHAEL L.		SSN 583-67-3500		IQD COVERED 20060821 - 20070102	
<b>PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)</b>					
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION					
<input checked="" type="checkbox"/> OUTSTANDING PERFORMANCE, MUST PROMOTE		<input type="checkbox"/> SATISFACTORY PERFORMANCE, PROMOTE		<input type="checkbox"/> UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE	
<input type="checkbox"/> OTHER (Explain)					
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE. REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND PART Vb, DA FORM 67-9-1.					
<p>MAJ Henry's performance has been absolutely outstanding, especially during his deployment as a Special Operations Task Force J6 in Afghanistan. He led and directed the C4ISR support for over 300 successful combat operations. Mike meticulously planned each operation with an integrated supporting C4I CONOPS with synchronized air, ground and ISR assets. He deployed a no-notice robust communications package in support of a highly sensitive operation, over 900 miles from the nearest task force operating base. He planned and executed communications support for a no notice hostage rescue mission that was executed flawlessly. Mike supported over 1300 successful VTCs for the task force throughout his deployment. He led the execution of several Automated Information System (AIS) efforts to include CAC implementation on NIPRNET and Windows 2000 to Windows XP migration. Mike possesses the rare aptitude to fully understand an operational and tactical requirement and translate it, through detailed preparation, into a flexible, robust C4I capability. MAJ Henry is a gifted leader who always makes positive things happen.</p>					
c. COMMENT ON POTENTIAL FOR PROMOTION.					
Promote early to LTC - must select for Battalion Command. Send to SSC at the first opportunity.					
d. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.					
Superb operational communications planner. Expert in tactical special operations communications. He is also an expert in the JTF and JSOTF DoD C4 Architecture Framework. Would serve the Army best in OPCF/25.					
<b>PART VI - INTERMEDIATE RATER</b>					
<b>PART VII - SENIOR RATER</b>					
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE					
<input checked="" type="checkbox"/> BEST QUALIFIED		<input type="checkbox"/> FULLY QUALIFIED		<input type="checkbox"/> DO NOT PROMOTE	
<input type="checkbox"/> OTHER (Explain below)		I currently senior rate <u>1</u> officer(s) in this grade A completed DA Form 67-9-1 was received with this report and, considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in c)			
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)		c. COMMENT ON PERFORMANCE/POTENTIAL			
USAR COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <div style="border: 1px solid black; padding: 5px; width: fit-content;">CENTER OF MASS</div>		<p>MAJ Michael Henry is an absolute superstar. He is a natural leader who thrives under pressure, and excelled as the Task Force J6 in Afghanistan. Mike quickly translates operational requirements into communications capabilities. He is a meticulous communications planner that achieves superb results. Mike's possesses an impressive grasp of the complex, tactical and joint communications required to support the task force. An absolute must select BZ for Lieutenant Colonel. Select for tactical battalion command or the most difficult Division G6 position. Send to SSC immediately after command.</p>			
RO: MAJ HENRY MICHAEL L 583673500  SR: COL KLAUSNER KURT A 348565811  DATE: 2007 05 09  TOTAL RATINGS: 3  RATINGS THIS OFFICER: 1		d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.  Battalion S3/XO, Brigade S3, Battalion Commander Will serve Army best in OPCF/25.			

DA FORM 67-9, MAR 2006

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+ Page 2 of 2  
APD PE v3.01ES



PERFORMANCE EVALUATION REPORT										FOR OFFICIAL USE ONLY (FOUO) Protected by Privacy Act of 1974	
PART I - ADMINISTRATIVE DATA											
a. NAME (Last, First, Middle Initial) HENRY, MICHAEL L.				b. SSN 583-67-3500		c. RANK MAJ		d. DATE OF RANK Year: 2001 Month: 06 Day: 27		e. BRANCH SC	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND JOINT SPECIAL OPERATIONS CMD, (JSOC) FORT BRAGG, NC 28310 (SOCOM)								g. REASON FOR SUBMISSION 04 CHANGE OF DUTY			
1. PERIOD COVERED						h. RATED MONTHS 4		i. NONRATED CODES		j. NO. OF ENCL	
FROM: Year: 2005 Month: 10 Day: 11 TO: Year: 2006 Month: 02 Day: 08											
k. RATED OFFICER COPY (Check one and date)								l. PSB INITIAL		m. CMD CODE	
1. Given to Officer								08 FEB 06		DJ	
2. Forwarded to Officer										SC01	
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the admin data is correct)											
a. NAME OF RATER (Last, First, MI) ARNOLD, JOHN K.				b. SSN 489-56-3666		c. RANK LTC		d. POSITION CHIEF, J6 OPS		e. SIGNATURE <i>John K. Arnold</i>	
f. NAME OF INTERMEDIATE RATER (Last, First, MI)				g. SSN		h. RANK		i. POSITION		j. SIGNATURE	
k. NAME OF SENIOR RATER (Last, First, MI) BROWN, JAMES D.				l. SSN 265-39-1360		m. RANK Col		n. POSITION Dir, C4I Systems (J6)		o. SIGNATURE <i>James D. Brown</i>	
p. SENIOR RATER'S ORGANIZATION JOINT SPECIAL OPERATIONS COMMAND FORT BRAGG, NC 28310						q. BRANCH USAF		r. SENIOR RATER TELEPHONE NUMBER DSN: 383-0570		s. E-MAIL ADDRESS brownjd@jdi.army.mil	
t. This is a referred report, do you wish to make comments?								u. SIGNATURE OF RATED OFFICER <i>Michael L. Henry</i>		v. DATE 9 FEB 06	
PART III - DUTY DESCRIPTION											
a. PRINCIPAL DUTY TITLE Combat Plans and Operations Officer								b. POSITION ACDBR 25C005P00			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVc, DA FORM 67-9-1 Communications plans officer for a unique CJCS asset that plans and executes missions of the highest priority and sensitivity. Fills selectively manned joint position responsible for planning, coordinating, and directing the execution of air, land, and ship communications for joint special operations, worldwide contingency missions, and exercises. Coordinates with National Agencies, Joint Staff, Unified Commands, USSOCOM and Geographic Combatant Commands to ensure rapid, continuous, and reliable global communications. Develops and publishes communications annexes and signal operating instructions for operations orders and CONPLANs. Deploys as JSOTF J6 Director providing on-site Command and Control Communications and Computers (C4) advice and expertise to the Commanding General and Task Force commanders.											
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)											
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions											
B. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)											
1. HONOR: Adherence to the Army's publicly declared code of values				2. RESPECT: Promotes dignity, consideration, fairness, & EO				3. SELFLESS-SERVICE: Places Army priorities before self			
2. INTEGRITY: Possesses high personal moral standards; honest in word and				4. DUTY: Fulfills professional, legal, and moral obligations				5. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier			
3. COURAGE: Manifests physical and moral bravery											
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier											
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in Part Vb for all "No" entries.											
b.1. ATTRIBUTES (Select 1)				2. PHYSICAL				3. EMOTIONAL			
X MENTAL Possesses desire, will, initiative, and discipline				X NO Maintains appropriate level of physical fitness and military bearing				X NO Displays self-control; calm under pressure			
b.2. SKILLS (Competence) (Select 2)				3. TECHNICAL							
1. CONCEPTUAL X NO Demonstrates sound judgment, critical/creative thinking, moral reasoning				X INTERPERSONAL X NO Shows skill with people: coaching, teaching, counseling, motivating and empowering				X NO Possesses the necessary expertise to accomplish all tasks and functions			
X TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting											
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: Influencing, operating, and improving											
INFLUENCING X COMMUNICATING X NO Displays good oral, written, and listening skills for individuals / groups				X DECISION-MAKING X NO Employs sound judgment, logical reasoning and uses resources wisely				3. MOTIVATING X NO Inspires, motivates, and guides others toward mission accomplishment			
OPERATING 4. PLANNING X NO Develops detailed, executable plans that are feasible, acceptable, and suitable				X EXECUTING X NO Shows tactical proficiency, meets mission standards, and takes care of people/resources				6. ASSESSING X NO Uses after-action and evaluation tools to facilitate consistent improvement			
IMPROVING 7. DEVELOPING X NO Invests adequate time and effort to develop individual subordinates as leaders				8. BUILDING X NO Spends time and resources improving teams, groups and units; fosters ethical climate				9. LEARNING X NO Seeks self-improvement and organizational growth; envisioning, adapting and leading			
c. APFT: PASS DATE: MAY 2005 HEIGHT: 71 WEIGHT: 175 YES											
d. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.											
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? YES NO X											

DA FORM 67-9, DEC 2004 +

REPLACES DA FORM 67-9, OCT 97, WHICH IS OBSOLETE.

APD V1.00



NAME <b>HENRY, MICHAEL L.</b>		SSN <b>583-67-3500</b>		PERIOD COVERED <b>20051011 - 20060208</b>	
<b>PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)</b>					
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION					
<input checked="" type="checkbox"/> <b>OUTSTANDING PERFORMANCE, MUST PROMOTE</b> <input type="checkbox"/> <b>SATISFACTORY PERFORMANCE, PROMOTE</b> <input type="checkbox"/> <b>UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE</b> <input type="checkbox"/> <b>OTHER (Explain)</b>					
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 87-9 AND PART IVa, b, AND c DA FORM 87-9-1.					
MAJ Henry's performance was truly outstanding. Mike's accomplishments as the J6 Director for a Joint Interagency Task Force in Iraq were absolutely exceptional. He effortlessly pushed the C4I support to the JIATF to new levels of accomplishment. His superior efforts facilitated the collaboration among national and Joint Task Force operations and intelligence organizations allowing the successful execution of numerous missions against large, complex terrorist networks in the Middle East. Mike possesses the rare aptitude to fully understand an operational requirement and translate it, through detailed preparation, into a flexible, robust C4I capability. His talent extended beyond the military participants in the JIATF as he provided planning and communications support to every government agency represented. He single-handedly streamlined the many disparate networks. At the conclusion of his tour in Iraq, he left comprehensive C4I capabilities for the JIATF enabling the capture/kill of multiple terrorists. His tactical acumen provided an invaluable resource to the associated units to leverage his expertise across the battlefield. He was often a member of survey and assessment teams traveling throughout Iraq to plan for additional command and control nodes or integrate existing task forces into the already robust architecture. Mike's efforts were consistently thorough and accurate without question - evident in the rapid establishment of multiple brigade and division Intelligence Fusion Cells. During his deployment he maintained a score of 299 points on the APFT. A true asset in the war on terrorism, his motivation, leadership, and technical skills are without peer.					
Definitely promote early to LTC. After attendance to resident ISS, assign as a tactical signal battalion commander.					
c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.					
Recognized expert in interagency communications planning. Officer would serve the Army best in OPCF/25.					
<b>PART VI - INTERMEDIATE RATER</b>					
<b>PART VII - SENIOR RATER</b>					
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE					
<input checked="" type="checkbox"/> <b>BEST QUALIFIED</b> <input type="checkbox"/> <b>FULLY QUALIFIED</b> <input type="checkbox"/> <b>DO NOT PROMOTE</b> <input type="checkbox"/> <b>OTHER (Explain below)</b>					
I currently senior rate <u>1</u> officer(s) in this grade A completed DA Form 87-9-1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in c)					
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA) USAR COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED		c. COMMENT ON PERFORMANCE/POTENTIAL			
<div style="border: 1px solid black; padding: 5px; text-align: center;">CENTER OF MASS</div>		Outstanding leader, soldier and top 1% of Army signal officers. MAJ Mike Henry's impressive communications expertise, leadership, and energy made him an invaluable asset to special operations forces engaged in Operation IRAQI FREEDOM. Mike was able to propel the interagency communications architecture into the 21st Century. His work in the interagency task force in Iraq significantly contributed to the demise of terrorist networks throughout that country and its neighbors. A true tactical signal warrior, Mike was critical to the establishment of numerous Intelligence Fusion Cells throughout Iraq. His efforts in extending robust C4I to these new locations directly contributed to the success of countless missions. Place in battalion command and groom for more senior positions...he will excel. Absolutely select for Senior Service College after promoting early to LTC.			
RO: MAJ HENRY MICHAEL L 583673500  SR: COL BROWN JAMES D 265391360  DATE: 2006 08 22  TOTAL RATINGS: 3  RATINGS THIS OFFICER: 1		d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
		Battalion Commander; Deputy Brigade Commander; Brigade S3 Would serve the Army best in OPCF/25.			



PART I - ADMINISTRATIVE DATA											
a. NAME (Last, First, Middle Initial) HENRY, MICHAEL L.				b. SSN 583-67-3500		c. RANK MAJ		d. DATE OF RANK Year: 2001 Month: 06 Day: 27		e. BRANCH SC	
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND U.S. JOINT FORCES COMMAND, USA ELE (AUG), NORFOLK, VA 23551 (W7TCAA)								h. REASON FOR SUBMISSION 05 Annual			
i. PERIOD COVERED				j. RATED MONTHS 12		k. NONRATED CODES		l. NO. OF ENCL.		m. RATED OFFICER COPY (Check one and date)	
FROM Year: 2001 Month: 03 Day: 05				THRU Year: 2002 Month: 03 Day: 04						1. Given to Officer 18 MAY 02	
										2. Forwarded to Officer	
										n. PEB INITIAL R	
										o. CMD CODE HR	
										p. PEB CODE	
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the data is correct)											
a. NAME OF RATER (Last, First, MI) MCCULLOUGH, BERNARD J.				SSN 234-82-4147		RANK CAPT		POSITION CH, CUR OPNS/USN		SIGNATURE [Signature]	
b. NAME OF INTERMEDIATE RATER (Last, First, MI)				SSN		RANK		POSITION		SIGNATURE	
c. NAME OF SENIOR RATER (Last, First, MI) MOORE, THOMAS L. JR.				SSN 587-05-2551		RANK BGEN		POSITION DIR, OPS & PLANS		SIGNATURE [Signature]	
SENIOR RATER'S ORGANIZATION U.S. JOINT FORCES COMMAND NORFOLK, VA 23551				BRANCH USMC		SENIOR RATER TELEPHONE NUMBER 757-836-7600		E-MAIL ADDRESS mooretl@jfc.com.mil			
				d. This is a referred report. Do you wish to make comments?		e. SIGNATURE OF RATED OFFICER [Signature]		DATE 27 MAR 02			
				<input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No							
PART III - DUTY DESCRIPTION											
a. PRINCIPAL DUTY TITLE Joint Force Provider								b. POSITION ACC/BR 01A00			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1 Action officer for Military Assistance to Civilian Authorities (MACA) in the Operations Directorate of a Unified Command. Responsible for coordinating the deployment and operations of assigned military forces for domestic disaster relief and military support to federal agencies. Develops and staffs deployment and execution orders to accomplish SECDEF directed operations in support of civilian authorities. At the Unified Command level, coordinates logistical support and command and control architecture for deploying USJFCOM forces. Interfaces with members of the Joint Staff, the Director of Military Support, USJFCOM Components and interagency organizations to ensure mission accomplishment. Recommends updates to standing MACA contingency plans.											
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)											
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions											
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)											
1. HONOR: Adherence to the Army's publicly declared code of values				2. RESPECT: Promotes dignity, consideration, fairness, & EO				3. SELFLESS-SERVICE: Places Army priorities before self			
2. INTEGRITY: Possesses high personal moral standards; honest in word and				3. DUTY: Fulfills professional, legal, and moral obligations				4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier			
3. COURAGE: Manifests physical and moral bravery											
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier											
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in											
b.1. ATTRIBUTES (Select 1)				2. PHYSICAL				3. EMOTIONAL			
Fundamental qualities and characteristics				Maintains appropriate level of physical fitness and military bearing				Displays self-control; calm under pressure			
b.2. SKILLS (Competence) (Select 2)				2. INTERPERSONAL				X TECHNICAL			
Skill development is part of self-development; prerequisite to action				Shows skill with people: coaching, teaching, counseling, motivating and empowering				Possesses the necessary expertise to accomplish all tasks and functions			
4. TACTICAL											
Demonstrates sound judgment, critical/creative thinking, moral reasoning				Demonstrates proficiency in required professional knowledge, judgment, and warfighting							
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving											
INFLUENCING				5. DECISION-MAKING				3. MOTIVATING			
Method of reaching goals while operating / improving				Employs sound judgment, logical reasoning and uses resources wisely				Inspires, motivates, and guides others toward mission accomplishment			
OPERATING				6. EXECUTING				6. ASSESSING			
Short-term mission accomplishment				Shows tactical proficiency, meets mission standards, and takes care of people/resources				Uses after-action and evaluation tools to facilitate consistent improvement			
IMPROVING				8. BUILDING				9. LEARNING			
Long-term improvement in the Army its people and organizations				Spends time and resources improving teams, groups and units; fosters ethical climate				Seeks self-improvement and organizational growth; envisioning, adapting and leading			
c. APFT: PASS DATE: NOV 01 HEIGHT: 70 WEIGHT: 145 YES											
d. JUNIOR OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s											
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?											
YES NO X											

DA FORM 67-9, OCT 97

REPLACES DA FORM 67-8, 1 SEP 79, WHICH IS OBSOLETE, 1 OCT 97

USAPA V1.00

JUL 08 2002



NAME: <b>MAJ HENRY MICHAEL L.</b>		SSN: <b>583-67-3500</b>	PERIOD COVERED: <b>20010305 - 20020304</b>
<b>PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)</b>			
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION			
<input checked="" type="checkbox"/> <b>OUTSTANDING PERFORMANCE, MUST PROMOTE</b> <input type="checkbox"/> <b>SATISFACTORY PERFORMANCE, PROMOTE</b> <input type="checkbox"/> <b>UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE</b> <input type="checkbox"/> <b>OTHER (Explain)</b>			
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND c DA FORM 67-9.1.			
<p>A stellar performance by a bright, motivated and talented officer. MAJ Henry consistently contributed to the overall success of support missions executed by the J33 and he diligently ensured operations were properly coordinated, resourced and planned. His most significant accomplishment over the past year was the planning and execution effort related to DOD's support for the 2002 Winter Olympics in Salt Lake City (SLC), UT. Major Henry led C4I planning for all facets of DOD involvement in SLC and he successfully integrated equipment and requirements at the Federal, State and local level in support of JFCOM's Joint Task Force - Olympics to ensure adequate systems were in place to support both routine and contingency missions. He also played a key role in the development of contingency plans for DOD's response by spearheading a contingency planning conference which initiated Service and JFCOM component planning for CBRNE, MACDIS and disaster relief operations. Mike's initiative, coupled with his technical knowledge and understanding of the joint planning process, always resulted in superior planning and operational orders for component execution. On the operational side, Mike was on tour during the events of September 11th and played a key role in JFCOM's Joint Operations Center as an operations officer. In a rapidly changing and fluid environment, he translated minimum guidance into executable orders to initiate and prepare JFCOM responses to New York City and the Pentagon. A multi-talented officer with unique operational and technical skills, Major Henry has always been an asset to this organization and he has a bright future in the U.S. Army. Select for resident CGSC, promotion and battalion command at the first opportunity.</p>			
c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC. ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
<b>PART VI - INTERMEDIATE RATER</b>			
<b>PART VII - SENIOR RATER</b>			
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE			
<input checked="" type="checkbox"/> <b>BEST QUALIFIED</b> <input type="checkbox"/> <b>FULLY QUALIFIED</b> <input type="checkbox"/> <b>DO NOT PROMOTE</b> <input type="checkbox"/> <b>OTHER (Explain below)</b>			
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DAJ)		I currently sponsor <u>9</u> officer(s) in this grade A completed DA Form 67-9.1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO (Explain in c)</b>	
USAR COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <div style="border: 1px solid black; padding: 5px; width: fit-content;">ABOVE CENTER OF MASS</div>		c. COMMENT ON PERFORMANCE/POTENTIAL	
RO: MAJ HENRY MICHAEL L. 583673500  SR: BGEN MOORE THOMAS L JR 567052551  DATE: 2002 07 08  TOTAL RATINGS: 4  RATINGS THIS OFFICER: 1		<p>Outstanding performance with unlimited potential; ranks in the top 2 of 9 rated majors. Major Henry played a key role in the J3 over the last year as a planner for the Winter Olympics and an executor during crisis response following the events of September 11th. He is an exceptionally talented officer with the leadership and operational traits to succeed at any level. He has excelled in the rapidly changing, and often stressful environment of the Current Operations Directorate of a Joint command and is someone that can be counted on to get the job done right. A must select for Lieutenant Colonel and battalion command.</p>	
d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC. ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
Battalion Commander, Battalion S-3/XO, Brigade Signal Officer			



OFFICER EVALUATION REPORT										SEE PRIVACY ACT STATEMENT ON DA FORM 67-9-7	
PART I - ADMINISTRATIVE DATA											
a. NAME (Last, First, Middle Initial) HENRY, MICHAEL, L				b. SSN 583-67-3500		c. GRADE CPT		d. DATE OF BIRTH Year: 1993, Month: 07, Day: 01		e. BRANCH SC	
f. UNIT, ORG, STATION, ZIP CODE OR APL MAJOR COMMAND U. S. JOINT FORCES COMMAND, NORFOLK, VA 23551-2488								g. REASON FOR SUBMISSION 05 Annual			
h. PERIOD COVERED						i. RATED MONTHS 12		j. RATED STAFF COPY (Check one and date)		k. PSB INITIAL	
Year: 2000, Month: 02, Day: 12; 2001, Month: 02, Day: 11						1. Given to Officer		2. Forwarded to Office		l. PSB CODE AGC	
m. RATED STAFF COPY (Check one and date)						n. PSB CODE JA		o. PSB CODE TD11		p. PSB CODE	
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed DER Parts I-VII and the admin data is correct) (Ltr, 23551-2488)											
a. NAME OF RATER (Last, First, MI) BOSTON, TERRY P.				b. SSN 550-25-6581		c. GRADE LCOL		d. POSITION CHIEF, TAC COMMS		e. SIGNATURE <i>Terry P. Boston</i>	
f. NAME OF INTERMEDIATE RATER (Last, First, MI)				g. SSN		h. GRADE		i. POSITION		j. SIGNATURE	
k. NAME OF SENIOR RATER (Last, First, MI) BELL, ANTHONY W., JR.				l. SSN 207-36-4246		m. GRADE BG		n. POSITION DIR, C4 SYSTEMS		o. SIGNATURE <i>Anthony W. Bell</i>	
p. SENIOR RATER'S ORGANIZATION U. S. JOINT FORCES COMMAND NORFOLK, VA 23551-2488				q. BRANCH USAF		r. SENIOR RATER TELEPHONE NUMBER DSN 836-5872		s. E MAIL ADDRESS bell@jfc.com.mil		t. DATE 11 FEB 2001	
u. This is a referral report, do you wish to make comments?				v. Yes, comments are attached		w. No		x. SIGNATURE OF RATED OFFICER <i>Michael L. Henry</i>		y. DATE Undated	
PART III - DUTY DESCRIPTION											
a. PRINCIPAL DUTY TITLE CHIEF, JOINT C-E PLANS BRANCH								b. POSITION ACROSS 25A00			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IV, DA FORM 67-9-1 Reviews the C4 annexes of OPORDS/OPLANS/FUNCLANS/CONPLANS for U. S. Joint Forces Command, sub-unified, and component commands. Plans, coordinates and develops communications-electronics plans to support U. S. Joint Forces Command operations and exercises. Assists supporting sub-unified commands and JTFs in developing their C4 contingency plans. Functions as the J6 representative to the U. S. Joint Forces Command Joint Planning Group (JPG) during contingencies and exercises. Serves as the Reserve Coordinator for the Tactical Communications Division and as the Joint Operations Center (JOC) communications watch officer/staff planner on the U. S. Joint Forces Command Crisis Response Cell (CRC), as required.											
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rated)											
CHARACTER Description of the leader: combination of values, attributes, and skills affecting leader actions											
d. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)											
1. HONOR: Adherence to the Army's publicly declared code of values				2. INTEGRITY: Possesses high personal moral standards; honest in word and deed				3. COURAGE: Manifests physical and moral bravery			
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier				5. RESPECT: Promotes dignity, consideration, fairness, & EO				6. SELFLESS-SERVICE: Places Army priorities before self			
7. DUTY: Fulfills professional, legal, and moral obligations											
e. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in Part Vb for all "No" entries.											
b.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics				b.2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to action				b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving			
1. MENTAL: Processes desire, will, initiative, and discipline				2. PHYSICAL: Maintains appropriate level of physical fitness and military bearing				3. EMOTIONAL: Displays self-control; calm under pressure			
4. CONCEPTUAL: Demonstrates sound judgment, critical/creative thinking, moral reasoning				5. INTERPERSONAL: Shows skill with people: coaching, teaching, counseling, motivating and empowering				6. TECHNICAL: Possesses the necessary expertise to accomplish all tasks and functions			
7. TACTICAL: Demonstrates proficiency in required professional knowledge, judgment, and warfighting											
8. COMMUNICATING: Displays good oral, written, and listening skills for individuals / groups				9. DECISION-MAKING: Employs sound judgment, logical reasoning and uses resources wisely				10. MOTIVATING: Inspires, motivates, and guides others toward mission accomplishment			
11. PLANNING: Develops detailed, executable plans that are feasible, acceptable, and suitable				12. EXECUTING: Shows tactical proficiency, meets mission standards, and takes care of people/resources				13. ASSESSING: Uses after-action and evaluation tools to facilitate consistent improvement			
14. DEVELOPING: Invests adequate time and effort to develop individual subordinates as leaders				15. BUILDING: Spends time and resources improving teams, groups and units; fosters ethical climate				16. LEARNING: Seeks self-improvement and organizational growth; embracing, adapting and leading change			
f. APFT: PASS DATE: NOV 2000 HEIGHT: 70 WEIGHT: 144 YES											
g. JUNIOR OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATES OF LT4 AND WO14											
h. WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-14 AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?											
YES NO X											

DA FORM 67-9, OCT 97

REPLACES DA FORM 67-9, 1 SEP 76, WHICH IS OBSOLETE, 1 OCT 97

USAPA V1.00



NAME HENRY, MICHAEL, L		SSN 583-67-3500	PERIOD COVERED 20000212 -- 20010211
<b>PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)</b>			
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION			
<input checked="" type="checkbox"/> OUTSTANDING PERFORMANCE, MUST PROMOTE	<input type="checkbox"/> SATISFACTORY PERFORMANCE, PROMOTE	<input type="checkbox"/> UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE	<input type="checkbox"/> OTHER (Explain)
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 87-9 AND PART IVa, b, AND c DA FORM 87-9-1.			
<p>Cpt Henry contributed far more than his rank and billet responsibilities required, as the USJFCOM C4 Plans officer. As the J6 planning lead for exercise Top Off - the first congressionally mandated, no notice, multiagency Consequence Management (CoM) exercise in which USJFCOM employed the JTF-Civil Support - he liaised with external organizations/agencies, led C4 mission and Course of Action (COA) analysis, developed the communications Annex to the FUNCPLAN, oversaw implementation of communications architecture, and participated in after action events. His actions were instrumental in developing and implementing the communications architecture to support CoM operations and in establishing successful working relationships with the Lead Federal Agency (LFA) and other DoD and Federal agencies where none previously existed - both major exercise objectives. He also developed the communications plan in support of the Kursk Russian submarine rescue effort; demonstrating his significant knowledge of communications by advocating a mix of commercial and tactical assets appropriate for use in the difficult polar environment. While the rescue effort was not executed, the JTF J6 adopted the plan while preparing for the mission. Finally, as the lead in the on-going XIX Olympics support planning effort, he received positive feedback from numerous, key external agency representatives on his professionalism and level of knowledge. Successful and continuous communications to higher, adjacent and supporting commands during all these events, would not have occurred without his diligence, attention to detail, level headedness, and leadership ability. Self-assured and ever reliable, he is senior signal officer material; his potential is unlimited. Promote now. His demonstrated potential makes him a prime candidate for battalion XO or S-3 and selection to resident Army Command and General Staff College - I recommend him wholeheartedly for both. A fire-and-forget weapon who hits his target every time.</p>			
c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
Would serve the Army best in OPCF/25.			
<b>PART VI - INTERMEDIATE RATER</b>			
<b>PART VII - SENIOR RATER</b>			
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE			
<input checked="" type="checkbox"/> BEST QUALIFIED	<input type="checkbox"/> FULLY QUALIFIED	<input type="checkbox"/> DO NOT PROMOTE	<input type="checkbox"/> OTHER (Explain below)
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA) HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED		I currently senior rate _____ officer(s) in this grade A completed DA Form 87-9-1 was received with this report and considered in my evaluation and response <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in c)	
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">CENTER OF MASS</div> RO: CPT HENRY MICHAEL L 583673500  SR: BG BELL ANTHONY W JR 207364246  DATE: 2001 03 05  TOTAL RATINGS: 1  RATINGS THIS OFFICER: 1		c. COMMENT ON PERFORMANCE/POTENTIAL <p>Cpt Henry should be wearing major's insignia. He has repeatedly demonstrated a level of knowledge, professionalism and leadership commensurate with that rank and worthy of emulation. He has set the bar for operational planning at this command at record level; and is leaving USJFCOM a legacy of Command, Control, Communications, and Computer Systems (C4) architectural plans that provide a solid foundation upon which to support crisis and contingency response. Impressive in action and deed, his future is boundless. This officer is a must select for CGSC, immediate promotion, and further grooming for battalion S3 and XO positions at the division level.</p>	
d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
Division signal battalion S3/XO, Joint special operations signal officer, White House Communications staff officer. Would serve the Army best in OPCF/25.			

DA FORM 67-9, OCT 97 (Reverse)

Supplementary Review Performed by Originating Command  
08 Mar 01 cdl

USAPA V1.00